

“Technology advances - specifically in the areas of e-Commerce and e-Business 2.0 — have rendered traditional models of organisational structure and theories of management roles obsolete in the light of the changing nature of 21st-century corporations.” Evaluate whether this claim is justified - in relation to a business sector of your choice - and provide evidence for or against it, especially in relation to the management changes it implies

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Vision for the Future – Theoretical perspectives on Management

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1. INTRODUCTION

Transforming to e-business is the basic need for every business all around the world. Converting from the traditional brick and setup to e-business takes a lot of structural and cultural changes on the organisational level. There is a major shift from traditional businesses to virtual businesses that is contributing to a boost in entrepreneurial setups as well. Many organisations prefer to make use of a combination of both the business models to incorporate both the setups for the greater convenience of its customers. Every customer has got access to computers and other digital gadgets like tablets, smartphones etc. that has made e-commerce a preferable mode of shopping for the masses around the world. People place orders sitting at one corner of the world, and they get their packages delivered within a week, what more does a customer need in terms of shopping and convenience. Not only shopping for clothes, shoes, household items are common; in fact, grocery shopping is also made relatively convenient for the customers as they have also moved onto online shopping (Chaffey, 2009).

In the past two decades, e-commerce and online business have gained immense popularity, but now its effects are much more widespread than ever before. There are fairly new competitors in the market that has created a new wave of rivalry within industries, the companies that were following conventional modes of shopping, now entirely depend upon online business operations. This has enabled companies to generate profits at a faster pace and cut down on unnecessary business costs collectively. There are numerous other benefits to online shopping such as, the company is exposed to a large number of audience because whoever is online is actually targeted by the business in one way or the other, the companies can put a large range of products that do not even require physical space or inventory in general, it provides a large chunk of opportunities for the business that a business may not be exposed to through conventional modes of business, there is direct connection with the customers at all times without any hindrance, and basically it exposes the customer to a large variety of information online (Bates and Khasawneh, 2005).

E-commerce and e-business have gained more popularity due to the rapid globalisation occurring throughout the world. It is the mere need of every business, in general, to reach out to maximum customers online and gain a global presence through online shopping. Walmart (USA) that was popularly known for its large retail outlets in the world has also shifted to online shopping as it is more convenient and more easily reachable for the masses residing in the world.

Online business also has an astounding impact on the organisational structure as well as the culture of the company. This is the main reason why as to it has become a significant focus for various studies that how online stores or online business may or may not have a considerable impact upon the organisational culture overall (Gold et al., 2001).

This study aims to evaluate the overall effect of online business on the organisational structure and cultures of companies all around the world. The management and the theoretical frameworks applicable to these newly structured organisations are relatively different from the traditional setups prevailing in the companies. It will further elaborate on the possible changes in the management of an automobile company like Toyota and will conduct a thorough assessment of its organisational structure.

2. LITERATURE REVIEW

2.1. Organisational structure

The organisational structure can be defined as the formal setup of business and its employees within a defined hierarchical system to efficiently achieve the relevant goals and objectives of the company in the long term. The structure of the organisation is not an independent entity; in fact, it is highly dependent upon the culture of the company, the values driving the attitudes of its employees, the actual use of technological resources and capabilities altogether that collectively support the company (Tarafdar and Vaidya, 2006). There are mainly five essential components that determine the effectiveness of an organisational structure: Reporting of employees, division of departments, controlling authority, distribution of responsibilities and effective coordination. These components are then used in determining the overall organisational structures that are as follows:

- Standardisation
- Hierarchy
- Centralisation
- Specialisation
- Integration

All kinds of businesses require one form or the other form of these structures to effectively achieve their profits in the long-term. Formally organisations are divided based on functions and

divisions in any typical corporation around the world. And then comes, an amalgamation of these two forms, matrix structure. A functional organisation is the most typical kind of an organisation; the job roles are most divided through a determined hierarchy into different functions like Human resources, Marketing, Finance etc. Each function is responsible for its individual goals and objectives. Collectively these functions work together to attain the long term goals and objectives of the company (Chaffey, 2009).

The second kind that is divisional structure in this, the employees are divided into groups based upon the different products that the company is offering. This is not only limited to the products being offered, but it may also be divided into geographical locations that may be responsible for its own individual goals and objectives. Divisions are larger than functions, and the span of control is also large as compared to that of functional structure. It is mostly applicable for large organisations that may be having customers located in different locations, and each division will be responsible for its own target markets, audience etc. (Mahadevan, 2000).

The third kind is the matrix structure which involves much flexibility for the teams allotted to different projects that may be required to coordinate with the relevant functions accordingly. The primary aim of a matrix structure is to strike great collaboration between the different roles and the related product or project authorities. It ensures vast networking and close cooperation of various divisions and functions altogether. The IT companies or the businesses that are focused upon e-businesses are more reliant upon this organisational structure in general as it requires flexibility in work and allows effective collaboration between numerous work teams at a single time. The matrix structure is highly applicable for those companies that have high uncertainty level and requires quick actions to customers queries and feedback altogether. The teams allotted to these matrix structures need to be highly educated and highly skilled in their relevant fields of expertise as the companies adopting this structure are driven by high capabilities and competencies collectively (Chatterjee et al., 2002).

2.2. Mintzberg's organisational Structures

Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization	Type of Decentralization
Simple structure	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine bureaucracy	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional bureaucracy	Standardization of skills	Operating core	Vertical and horizontal decentralization
Divisionalized form	Standardization of outputs	Middle line	Limited vertical decentralization
Adhocracy	Mutual adjustment	Support staff	Selective decentralization

Figure 1: Mintzberg's organisational structure (Adapted from Mintzberg, 1979)

In the figure above, the five organisational structures are defined. The first one is a simple structure that involves direct supervision, and the control of the company has both vertical and horizontal centralisation (Jackson and Harris, 2003). This kind of company can be considered to be high on authority, and the individual is given limited liberty to practice over their tasks and works assigned to them. The second kind is machine bureaucracy, as the name suggests it has clearly defined work tasks that determine standardisation of the work processes altogether. It is mostly followed in the technostructure of the company where the employees are more driven by their capabilities and knowledge. There is limited decentralisation; just the technical department has enough freedom to practice over the rest of its tasks lies in the central authority (Mahadevan, 2000). The third kind is that of professional bureaucracy; this is also at the core of the operating activities of the organisation. It has clearly defined standardisation of skills to get the work done most effectively. This gives immense freedom over the work activities, and the company is entirely decentralised, both at vertical as well as horizontal horizons of the company (Mintzberg, 1992). The divisionalised form is entirely dependent upon the outputs being generated; it is also semi-decentralised to get the work tasks accomplished in a timely fashion. The last kind is that of adhocracy that requires mutual collaboration between the highly tech-savvy or informed staffs, mostly present at the support staff and it also pursues selective decentralisation (Teece, 2010).

Technology-driven specialists; the e-businesses mostly rely upon adhocracy as it allows freedom to practice over their work tasks with limited authority of control over them. This is still applicable to small to medium organisations that are highly driven by chance and technological

advancements. These are the companies that are exposed to a high risk of uncertainty in their surrounding environments and require adequate support from their individual staffs collectively (Jackson and Harris, 2003).

There is a large number of evidence available on e-commerce organisations and the general organisational structures that guide the behaviours of individuals within a particular company. The organisational structures and the culture in the e-commerce companies are relatively different from the ones in traditional brick and mortar companies. Technology plays a primary role in determining the overall organisational values within these corporations. There is less focus upon the organisational structure and defining of roles and responsibilities of the employees in the current e-business networks. There is more emphasis done upon managing work online and coordinating activities with the stakeholders through establishing an extensive well-coordinated network over the Internet. The companies that are entirely based online; they tend to overlook the significance of a properly defined organisational structure in the entire planning and implementation of the e-business strategy. They tend to over-rely upon the technologies and the related capabilities and do not put much effort into a well-planned organisational strategy overall. This is one of the core factors responsible for the relative decline of the “dot.com” era in many of the companies around the world (Bates and Khasawneh, 2005).

The old organisational structures and methodologies that were considered to be the core foundation for the traditional brick and mortar business are not given that much importance in the current times. This is the main shortcoming in the e-business setups, and it will only result in significant losses in the long-term as well. There is much research conducted on the right organisational strategy to make use of the technology in the most effective manner. There has to be a properly implemented strategy and overall structure of the company in order to get the work tasks completed in time. There are several authors that have proposed relatively new and advanced organisational structures that are enabling easy flow of information within and outside of the company in the most organised form altogether (Chaffey, 2009).

Symon (2000) has proposed that there are new forms of organisational structures that have enabled easy flow of technological information throughout the companies and have been rated as hugely successful as well. It is evident that the companies that were previously following traditional brick and mortar mode of conducting businesses had a relatively old and out-dated organisational structure that will create hindrances in the implementation of a tech-savvy e-

business. Scholars suggest that these businesses needed to be re-engineered altogether to collectively reap the maximum benefits of their technological advancements adopted for its long term sustainability. However, there are a certain authors that argue that companies that have expanded their businesses online do not require any organisational structure. Nevertheless, the argument stays strong till date, and there has been no clear winner to this even today (Chatterjee et al., 2002).

No clear organisational strategy can be considered to be applicable for IT business or e-commerce businesses in general. There is a great deal of evidence available on the organisational strategies and its application to e-commerce businesses, and only the matrix structure is one such structure that has gained immense prominence on these relevant grounds of studies. Matrix-based structures are basically driven with high-tech knowledge and information, and they do not rely upon centralised decision-making roles as did the traditional business setups. The IT-driven companies are more focused upon transfer of knowledge within the organisation in the most effective manner. They do not rely upon the deliberate definition of roles and responsibilities of the individual employees. The work tasks are distributed evenly, and every individual has equal freedom to practice over his or her work activities on a day to day basis (Gold et al., 2001).

E-commerce businesses have literally transformed the basic norms and regulations of running a regular business in the 21st century. The human interactions are minimal as they rely more upon digital communications, people do not anymore need to be physically present, they can have a virtual presence as well, the work flexibility is incomparable with the traditional businesses and the liberty that one gets over his or her daily tasks is also unmatched in these tech-savvy companies (Plant, 2000).

2.3. Burns and Stalker organic versus mechanism organisational systems

The Burns and Stalker approach to work management is considered as an innovative approach to managing work within a rapidly new and innovative organisational structure collectively. Mechanistic and organic organisational systems are different approaches to managing work altogether. Mechanistic systems are most commonly known as bureaucratic systems that are defined by hierarchies, roles, responsibilities and controlling authorities on them (Burns and Stalker, 1961). These systems are more applicable to the old traditional brick and mortar organisational structures. The individuals are told about what kind of work is to be done

and how it is to be done, and they are given little to no room for negotiations in their relevant job roles and responsibilities. These kinds of systems apply to those organisations that are not prone to rapid changes. The mode of communication in these companies is mostly vertical, i.e. subordinates and superiors and does not encourage horizontal interaction between colleagues (Chaffey, 2009).

Organic system is in complete contradiction of the mechanistic approach altogether. Organic systems are those in which the organisation is rapidly exposed to numerous changes at one point in time (Burns and Stalker, 1961). There is more importance given to the expertise and knowledge of individuals than the work task itself. There is a great deal of flexibility provided to the individual employees to practice over their tasks altogether. There is a mutual collaboration of each team, and there is a decentralised structure that encourages employees to interact and communicate with one another without any hesitation. There is a lateral communication within these structures than vertical. Lastly, there is much importance given to individuals' tasks to gain long term effectiveness out of their goals as well (Gold et al., 2001).

The current e-business models will benefit more of organic systems of organisations that allow flexibility, secure communication with one another, smooth transfer of knowledge, more significant commitment towards individual goals and the collective focus towards organisational goals and objectives (Jackson and Harris, 2003).

2.4. Organisational Culture Theory

Online business also has an astounding impact on the organisational structure as well as the culture of the company. This is the main reason why as to it has become a major focus for different studies that how do online stores or online business may or may not have a significant impact upon the organisational culture overall. Traditions and values being practised in an organisation play a significant role in determining the various roles and responsibilities of the employees as a whole (Zheng, Yang and McLean, 2010). Culture plays a crucial role in determining whether the company will run on authoritative controls or will give importance to the individuals' skills and expertise overall. The structure of the organisation is not an independent entity; in fact, it is highly dependent upon the culture of the company, the values driving the attitudes of its employees, the actual use of technological resources and capabilities altogether that collectively support the company. In all the above-mentioned structures and

systems applicable for IT and e-commerce businesses, they are substantially driven by the cultures prevailing in the companies in general (Chatterjee et al., 2002).

3. CASE STUDY

Toyota Motor Corporation is a Japanese multinational auto manufacturer headquartered in Toyota, Aichi Prefecture, Japan. Toyota is the world's first automobile firm to produce more than 10 million cars a year since 2012 when it reported production of its 200 millionth car. Toyota Motor Corporation's organisational structure is based on the company's various business activities in the world (Forbes, 2000). The case study of Toyota has been incorporated to find out the best possible implementation and evaluation of organisational structure in the context of above-mentioned organisation structure models and theories.

3.1. Basic characteristics of Toyota's organisational structure

Toyota has a decentralised organisational structure and experienced significant changes in the last year. However, at the end of 2009 and early 2010, it witnessed the recall of 8 million vehicles due to unnecessary acceleration. To find out the mechanism of the organisational structure of Toyota, the understanding of Toyota Production System (TPS) is significant, its response to security issues, and product recalls from 2009 is a smart strategy in Toyota organisational structure. The centre of Japanese companies is solid. It made all the important decisions such as there is no communication between the various business units, and all communication must continue from the centre (Boddy, 2008). However, due to the slow response time to security issues after the 2013 reorganisation, this organisational structure has been widely criticised. Toyota's new organisational structure now has the following main characteristics:

1. Global hierarchy
2. Geographic divisions
3. Product-based divisions

The TPS series is based on the principle of instant production. In other words, raw materials and consumables are appropriately delivered to the assembly line during use. TPS employees

work efficiently and minimise the waste of resources. TPS has enabled employees to experience the rapid growth and expansion of Toyota in the 1990s. The organisation has become more defensive and protected with this success (Forbes, 2000). Looking back at the vehicle there was nothing new to Toyota, but the company was found to be defective after the Lexus model in 1989 and began to solve the problem quickly, Toyota in some cases has been considered to be the best company at problem-solving with its lean production and Just In Time concepts, the company went to the customer's home to collect the car when it was detected a fault (Else and Fujiwara, 2000). There are many problems in the human mind; one is based on the success of the company's quality achievements, it may lead to disaster: the car brake problem was becoming more and more evident in 2009, but what is the thing to face in the United States is more magical? At the beginning of the United States announced the Leila Hood crisis began to recall traffic, the ring did not open, this is the largest Toyota leadership, Toyota's organisational structure can give other automobile companies some advice on this issue. Toyota's crisis management thought of the most effective way to progress. This contradiction, the ability to fail productively, but coping with constructive and effective ways to provide opportunities for learning and development is always considered to be essential and effective.

A hierarchy of cultures and abilities is likely to respond slowly to external threats, and it is not uncommon for individuals to feel reluctant. The Toyota board of directors reported negative news about a family chain (such as Toyota), all of which are 29 Japanese men listed on Toyota. The company at the early stage appointed a Japanese boss to guide all US executives, Toyota manager has no right to recall. Most of the information flow is one-way information for Japan, making decisions in Japan. "Customer first quality" is the policy that drives Toyota. How does the company prioritise customers and quality? Toyota said the answer is orderly (Forbes, 2000). The company's organisational structure explains how the organisation achieves its goals, which tasks should be completed, and by whom Toyota's production systems and organisational structure have long been hailed as the most effective and operative culture. Use Just in Time Production System (JIT); this means transporting raw materials to production facilities when necessary. This level of production is possible because Toyota's organisational structure has undergone some significant changes since 2013 (Fang and Kleiner., 2003). From April 1st, they have full control over TMC, which operates and manages from mid- to long-term. From April 1st, the Senior Manager Level Manager Business Unit is responsible for regional operations and

critical functions. This enables business leaders to make informed decisions and make quick decisions based on real-world regions and key functions. Toyota's goal is to change the company's management and improve its relationship with the Toyota Group. By assigning capabilities outside Japan to administrative positions outside of Japan, Toyota aims to encourage innovation by providing input to people of different backgrounds.

3.2. Mintzberg's organisational structures at Toyota

The organisation structure of Toyota fits with the machine Bureaucracy of Mintzberg organisational type. As per the studies conducted by Mintzberg (1979), the machine bureaucracy depends primarily on the “standardisation of its operating work process”, and the “technostructure emerges as the key part of the structure”. Toyota's organisational structure is based on the traditional Japanese business hierarchy, and senior management has made all decisions for the entire organisation (Hoseus and Liker, 2008). It is determined by a small office board, and all information flows in some way: from top to bottom. For example, managers at US factories are closely monitored by Japanese counterparts, allowing US executives to follow structured contracts. This is called central decision making. Central decision-making supports the business goals and strategies set by the board of directors, but it also means that the entire organisation is slow to respond to external threats or internal weaknesses (Forbes., 2000). Toyota is also using another way to reduce costs: the company retains employees who are over the age of pensioners and provides them with new jobs overseas. Because these managers or employees have extensive experience working with Toyota, it is useful to educate and train non-Japanese or new employees abroad. In addition, employees are also very motivated and committed to working in the company for a long time (Forbes., 2000). Toyota tries to minimise social discrimination between employees and managers; therefore, not everyone has the same uniform, administrative parking, executive restaurant or office - all members have the same benefits (Fang and Kleiner 2003). Also, Toyota wants its employees to remain committed to the company and to drive on what they have learned. There is a unique development process in Toyota culture: for example, hiring a person, learning a job, understanding how to get the job done, cultivating a certain level of dedication, learning to move to a better position within the company and gaining experience; and finally, the process encourages employees to work in an integrated way within the company (Hoseus and Liker 2008).

3.3. The mechanistic and organic structure

Toyota has the mechanistic and organic culture mixture encourage employees to come up with ideas, even if they plan to improve the minimum level, it does not meet the idea of the group president. Toyota is divided into hundreds of small innovation teams around the world. Toyota provides statistical control and process improvement technical training to its production line employees and is responsible for the development of operational innovation. Toyota allocates a large amount of money to these tools to educate employees and provide resources to use them. The importance of leading employees to create ideas based on local first-hand experience is reflected in the Gemba attitude of the Toyota Production System (actually called the front space) (Justin and McCurry, 2009). In the Toyota culture, innovation that truly meets the needs of customers can be best developed in real value-added work.

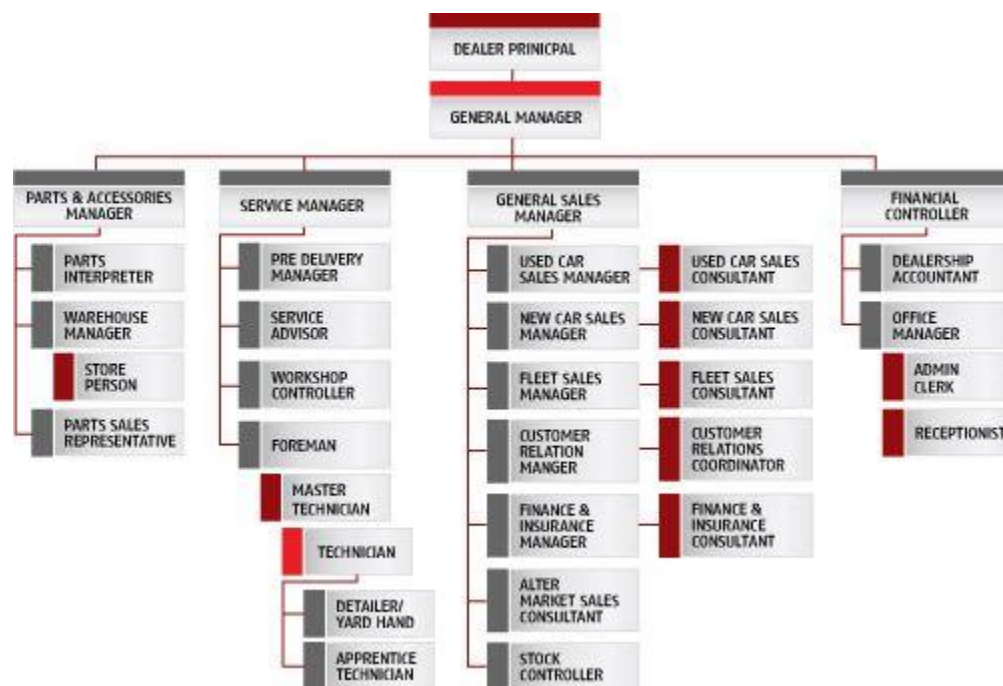


Figure 2: Toyota Organisational structure (Adapted from Toyota Motor Corporation, 2009)

This three-level given below explains the structure of Toyota in a better way.

- Global level: This feature ensures that Toyota is always in front of its headquarters. Despite this feature, the organisation has strengthened the decision of other levels of management. Ensure that regional and business unit managers directly decide and report to the Japanese headquarters (Morgan, and Gareth, 2006).

- Geography: The new organisational structure outlines eight sections. These areas operate independently and report to the centre. This ensures that products and services are improved as needed by the region (Schein, and Edgar, 2006).
- Product-based department: The new organisational structure confirms substantial and relevant product-based departments for the company.

3.4. Toyota's organisational culture

A typical Japanese organisational structure can be summed up in two words - long-term - long-lasting life and commitment. The differences between Western and Japanese organisations are unclear, and one of them can clearly see some significant differences. Japan's organisational structure has been strengthened in different departments and teams. These departments and teams work in the same organisation, broadening the horizons and scope of work of employees, and it is necessary to explore the ideas of long-term productivity innovation further. There are no bonuses or flashy gorgeous moves, one of which is the best way to learn and scan during the gradual process. The team is made up of a small number of people who, despite some strict hierarchical structure, often develop the group's communication and planning work. In Japan, there is a concept called “amae”. In the workplace, the boss has a certain degree of protection, and the worker and the boss are directly responsible for the employee's welfare (Hofstede, Gert Jan Hofstede, and Minkow, 2004). Toyota's work culture is more open and exciting than the major Western countries such as General Motors or Ford. Small teams mean communication is more comfortable, faster, and faster (Kotabe, Mol and Murray, 2008).

Toyota's organisational culture is highly driven by innovation and making using of organisational learning collectively. The learning and development of the employees is a continuous process and deeply rooted within the ideology of the entire Toyota Corporation. As a result, the company is better able to cope up with rapid changes and handle the various uncertainties within its structure. The primary aim of the company is to make use of advanced and updated techniques and technologies through maximising upon the human competences altogether. These are the core reasons that are responsible for Toyota's global success and long-term sustainability of the company. Toyota is a company that is reliant upon continuous innovations and quality improvements within its organisational structure and which is why its corporate culture puts significant emphasis upon its business values (Awazu et al., 2009).

In the year 2013, Toyota had undergone some significant changes in its corporate culture. In the previous years, Toyota was a traditional company that has clearly defined hierarchy, and the authority lied in the hands of the superiors situated in its headquarters, Japan. The employees were given very less consideration when it came to making crucial decisions as the decision making was entirely in the hands of the higher personnel in the hierarchy of the company (Marksberry et al., 2010). However, with the rapid changes in the business environment at a global level, there was a need to revamp its core values and redefine the corporate culture at Toyota. The organisational culture at Toyota now was based upon these following virtues:

- i. Effective teamwork
- ii. Continuous improvements
- iii. Superior Quality
- iv. Secrecy

3.4.1. Effective Teamwork

Toyota has revamped its core corporate cultural values and has focused upon greater team collaboration amongst the employees to get the work tasks done most effectively. The primary aim behind stressing upon teamwork is in its ability to drive the company towards high levels of success altogether. It has further encouraged greater participation by its employees to work and collaborate in teams that are also contributing to greater commitment towards the organisational goals. There is a proper training program implemented for the employees to work on their potential team building skills and leadership skills (Kotabe, Mol and Murray 2008).

Furthermore, teamwork has created a new wave of motivation within the workforce at Toyota as it helps them better understand the goals and achieve their individual as well as organisational objectives effectively. The team building training program at Toyota helps the individuals to work in teams, understand the team goals and effectively indulge in collaborative learning for better achievement on the organisational level. Toyota has been in the automobile industry for several years now and being a multinational corporation; it requires a flexible work environment to enhance the morale of the employees and to get the tasks done more efficiently (Aoki and Wilhelm, 2017).

3.4.2. Continuous Improvements

Toyota has transformed into a learning organisation that continually innovates to adopt new advanced techniques, technologies and methods in the organisation to get the work done more effectively. The idea is to get rid of the out-dated and rather old techniques being used in the field of the automobile industry and focus upon such a framework for the organisation that makes it a learning organisation overall. A learning organisation is the one that makes use of the latest information and the latest advancements in the field of technology to develop such programs that facilitate the employees and results in better achievement for the company. The learning environment that Toyota has initiated it is due to the intense competition in the industry and in this way they can come up with better solutions to the problems and challenges in the long-run (Takeuchi, 2008).

A learning organisation emphasises upon continuous development and research efforts to enhance the overall experience of the employees as well as the clients or customers. Learning organisation enables a company to improve on its overall working capacity continually and also expand on its employee's output to the company. When any employees' experiences continuous learning practices within the company, there are chances that it feels the company is investing on its growth as well and hence results in greater commitment towards the organisational goals collectively (Awazu et al., 2009).

3.4.3. Superior Quality

Toyota is world renowned for its superior quality products and services. Quality is at the apex of the organisational culture of Toyota. In its years of operations in the automobile industry, the company is known for the high-quality automobiles it deals in with its end customers. The company has determined certain principles that have integrated quality at every step of the company. Toyota calls it the Principle # 5 of the Toyota Way to get the work done in the most effective manner ensuring superior quality of the products. The principle states that the company needs to be continually invested in fixing the problems or issues that may arise, to get the correct quality in the first test only. There is little to very narrow margin at Toyota for neglecting on the quality of its automobiles, as it is the core factor in Toyota that has been responsible for its success in the long run. The principles highlighted in the Toyota way are mainly recorded to guide the organisation to a single goal and long-term achievements. Quality is one thing that

Toyota has emphasised in every single phase of the operational activities occurring within the company (Marksberry et al., 2010).

3.4.4. Secrecy

Due to certain incidents and misinformation in the past, Toyota has put significant emphasis upon practising a high degree of secrecy in terms of its stringent policies and procedures and further stressed upon complying to it as well. In 2013, the company had undergone an entire transformation process as it had declined on the secrecy level ever since, and therefore the higher authorities had emphasised upon revamping the corporate culture at Toyota and introduce new values and beliefs. Secrecy is the key to success in such a competitive industry as it will help in creating an edge amongst the competitors and take the lead in the business as well (Takeuchi, 2008).

The revamping of organisational culture in 2013 has introduced new policies and procedures to ensure that secrecy is maintained at all levels of the organisation. All the issues and problems that may be faced by Toyota in any corner of the world must be reported to its headquarters to keep a check on all its automobiles and manufacturing divisions located in different countries and continents. This still not widely practised as the manufacturing plants in the United States, the issues and problems that may be faced in this region are not taken to its headquarters and stays within its business unit in this important region only (Kotabe, Mol and Murray, 2008).

4. IMPLICATIONS FOR THE FUTURE ORGANISATIONAL STRUCTURE

Being in the automobile industry, Toyota needs to continually adapt new advancements and new technologies to create better-performing automobiles and maintain its edge in the industry. The company aims to become an innovation-driven company and the values of the corporation suggest the same. The company stresses upon ensuring the quality of its products and services and for that, it has new technologies and procedures to make the work processes smooth for the entire corporation. The company has heavily invested on maintaining a highly skilled technical force to ensure the quality in its products and to stay ahead of the game amongst its competitors in the industry (Awazu, et.al, 2009).

Even the automobile industry is a subject to the continuous adaptations to e-business and expands its business online. New technologies are getting introduced in the automobile industry to facilitate customers in every manner. Therefore it is a need for every automobile manufacturer to keep a thorough and robust check on the new advancements that are being introduced in the industry and further continually work on discovering new ones to outrun its competition. As much as the cars are getting computerised, its related accessories, its spare parts and other necessary objects that may not be available in one region of the world, may be available in some other corner of the world, due to e-commerce and the integration of businesses online, Toyota can make these easily available by importing from those regions. The online integration of Toyota has enabled it to run its business worldwide as it lets them collaborate much easily and also, they can connect with one another with no limitations overall. E-commerce is also enabling Toyota to outsource its several activities offshore as well (Marksberry et al., 2010).

To continually innovate, Toyota needs to carry on with its culture of an on-going learning culture within the company as it will help in experimenting with new ideas and new techniques in the automobile industry. The company needs to invest heavily in its Research and Development to test and incorporate new ideas to its existing models or develop new models altogether. Testing and trying is the key to gaining success in the long-term for this industry. The company's compliance with quality assurance can also be achieved through managing work through teams and collaborating with units, divisions around the world to come up with better ideas. This further ensures the long-term sustainability of the automobile company as there are so many rivals present in the industry it requires a rigorous and rather pro-active approach to dealing with challenges and issues that may come in the way of its operations (Aoki and Wilhelm, 2017).

Secrecy is one feature that is unclear for Toyota's long-term sustainability. It is necessary that the entire company is run as one unit and even though it may have separate business units in different locations and divisions, the company must be able to keep a record in its headquarters, in Japan. It is necessary for the company as a whole, but the secrecy should be well managed as it may hinder in the way of it being a flexible company. The company must disclose their issues and challenges to other divisions so that they can avoid such instances in their relevant divisions, but it should not in any manner hinder in the way Toyota deals with problems and provides practical solutions. Lastly, the company's single driving force is innovation, and for that, it

requires a flexible and an open organisational culture to get the work done through highly motivated and skilled workforces. The idea is to take the entire company as a single unit for its long-term sustainability and higher profitability through ensuring quality and incorporating new advanced technologies (Marksberry et al., 2010).

5. CONCLUSION

Many organisations prefer to make use of a combination of both the business models to incorporate both the setups for the greater convenience of its customers. Every customer has got access to computers and other digital gadgets like tablets, smartphones and smartwatches that have made e-commerce a preferable mode of shopping for the masses around the world. People place orders sitting at one corner of the world, and they get their packages delivered within a week, what more does a customer need in terms of shopping and convenience.

This paper has taken up the case study of Toyota which is an automobile company, and it is fairly a unique case as there is minimal scope for such a business setup in the online commerce and e-business industry. However, even this industry is exposed to new advanced technologies and innovations in the modelling and remodelling of the automobiles altogether. As much as the cars are getting computerised, its related accessories, its spare parts and other necessary objects that may not be available in one region of the world, may be available in some other corner of the world, due to e-commerce and the integration of businesses online, they can be made easily available by importing from those regions. The online integration of businesses has enabled companies to run their businesses worldwide as it lets them collaborate much easily and also, they can connect with one another with no limitations overall. E-commerce is also enabling Toyota to outsource its several activities offshore as well.

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7. APPENDIX

Mind map of the essay layout

